

November 25, 1946

MEMORANDUM FOR THE EXECUTIVE TO THE DIRECTOR:

Subject: Problem of Improving the Research and Analysis Operation of OIG.

*file with Kent's memo & my comments JH*

1. The basic idea presented in the attached paper prepared by Mr. Kent of recruiting trained research personnel from universities is considered sound and should be instituted.

2. I do not concur with the following concepts presented in this paper.

a. The desirability, from an overall intelligence point of view, of appointing a nation-wide panel of experts to serve as a recruiting agency for OIG. To be successful on a continuing basis, it would be necessary to continually provide wide-spread knowledge of essential details of our operations to keep up the interest of panel members. This information would almost certainly become common knowledge among research students, and might also be used in an undesirable way to publicly enhance the prestige of panel members.

b. A periodic circular letter of the nature suggested has inherent publicity dangers which are obvious.

c. The whole tendency of the paper to emphasize a "public relations" view point which is inconsistent with our mission. The reverse should actually be emphasized.

3. We should not lose sight of the fact that our current personnel situation cannot be expected to be of permanent duration. Once we have initially recruited to efficient operating strength the problem of turnover should not be a difficult one. It might well do more harm than good to go all out on fuss and fanfare for a brief period and then settle back into our shell.

4. The immediate problem certainly requires a major effort now to meet our needs. The university field is a prime source of the kind of personnel we want, and probably the only source of the purely objective research mind essential in the so-called social science field. A modified form of Mr. Kent's recommendation is considered very desirable for this purpose.

5. Recommend action along the lines indicated below:

a. Establish a reasonably realistic procurement objective for research personnel of all levels. This is the primary requirement to insure that we know what we actually need. ORR is engaged, with ICAPS guidance, in accomplishing this and should have necessary data by the end of this week.

b. Determine what we can offer, on fairly broad lines, in the way of advancement opportunities, personal benefits and security for the individual. This is also being studied and answers should be available by the time procurement objective is established.

c. ORS has established four scientific and ten functional (political, economic and military) sub-divisions of research fields to be staffed on a world wide knowledge basis, and six area branches. Believe we can combine these into approximately seven broad fields (physics, chemistry, politics, economics, sociology, history and resources and geography) and endeavor to meet our current needs on the following basis:

(1) Write to each of the individuals listed by Mr. Kent in attachment B, requesting each to send us the names of one or two outstanding national authorities in each field.

(2) When names are received, write to those individuals requesting similar recommendations.

(3) When all names have been received, determine here the individual expert in each field with whom we want to work and contact him personally or by letter requesting his assistance, within his field, to guide us in:

(a) Determining how we should direct our efforts in organization, material sources, and contacts, to enable us to achieve outstanding results.

(b) Obtaining of suitably qualified personnel for this purpose.

d. The contacts with personnel sources and arrangements for procurement of qualified individuals should be handled by direct CIG effort, through:

(1) Appropriate utilization of contacts with educational institutions made by the Office of Operations in accomplishing its mission.

(2) Designating our own traveling representatives to concentrate on this problem until our build-up requirements have been met.

6. The above scheme should be approached from an area as well as a functional point of view.